

AHRS ACCOMPLISHMENTS

EXECUTIVE SUMMARY 2014 - 2017

❖ Governor's Policy Priority – Making Employee Compensation a Priority

Description

Making *Compensation Increases for State Employees* a priority in the FY16 and FY18 budget development process was supported by the Governor, and the legislature.

Stakeholders

- State Employees
- State Agencies
- Job Seekers

Outcomes

- The Governor and General Assembly approved a 3% salary increase for all eligible salaried and wage employees effective July 10, 2017.
- AHRS directed the implementation of the salary adjustments. The team published Salary Authorization Letters, Implementation Instructions, and FAQs for Human Resource professionals, managers, and employees; revised the state salary structure and alternate structures; authorized and facilitated non-standard implementation processes for agencies with unique needs; and managed data exchange processes across Central Government.

❖ Governor's Policy Priority – Workforce Reform

Description

The [Commission on Employee Retirement Security and Pension Reform](#) was established by the Governor and 2016 legislature to study, report and make recommendations on various aspects of our state retirement plan, employee compensation, workforce planning and succession, and many other challenges facing the state workforce.

Stakeholders

- State Employees
- State Agencies
- Job Seekers
- Citizens of Virginia

Outcomes

In December 2016, the Commission presented 16 recommendations, 8 of which are within the scope of DHRM/AHRS's mission:

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- A Salary Increase for state employees (*approved by the Governor, funded and implemented July 2017*);
- Providing data and subject matter expertise to JLARC's Total Compensation Study (*completed*);
- Reestablishing Occupationally Based Subscription Services for market surveys (*funded and in place*);
- Developing an Employee Marketing and Recruitment Plan (*in progress*);
- Conducting Employee Engagement Surveys; Conducting Employee Exit Surveys (*Statewide Exit Survey funded and will be implemented in early January 2018*);
- Providing human resource training for new agency heads (*Begins with Transition of Government*);
- Leading the development of Agency Succession Plans (*funded, in development, and to be implemented in early January 2018*); and
- Ongoing support for compensation reform.

JLARC's recommendations were released in November 2017, and together with the above actions have the potential to produce the most significant workforce transformation in nearly 20 years.

❖ Governor's Policy Priority – Employment of Individuals with Disabilities

Description

As one of the largest employers in Virginia, state government embraces workforce diversity and supports opportunities to improve on our past successes. The Governor and 2017 legislature amended [§ 2.2-203.2:3. of the Code of Virginia](#) proclaiming that it shall be the policy of the Commonwealth to promote and increase the ***Employment of Individuals with Disabilities*** directly employed at all levels and occupations by state agencies, institutions, boards, and authorities of the Commonwealth. This action dovetails perfectly the Governor's 2015 ***Executive Order 46***, and invigorates his commitment to his constituents. The language establishes a goal to increase by five percent the level of employment of individuals with disabilities by the state by fiscal year 2023.

Stakeholders

- People with Disabilities
- Job Seekers
- State Employees
- Disability Advocacy Groups
- State Agencies

Outcomes

As the lead agency, DHRM initiated implementation in July 2017.

- Developed and implemented statewide communication plan in August 2017.

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- Published the framework for agency Employment Opportunity Plans.
- Collaborated with the Department of Aging and Rehabilitative Services on the formation of an interagency workgroups.
- Agency Employment Opportunity Plans will be submitted to DHRM in December, 2017.

❖ Governor's Policy Priority 2014 – 2017 Veteran Employment

Description

Ensure that Virginia remains the preeminent state for military personnel and their families.

Stakeholders

- Veterans, Transitioning Service Members, and their families
- Job Seekers
- State Agencies

Outcomes/Ongoing

- Appointed to serve on the Veterans Workforce Development Advisory Committee.
- Contributor to the Veterans Workforce Development strategic plan.
- Applying workforce data strategies to identify the Key Measures for the Commonwealth's success in Veteran hiring and retention.
- Leading HR workgroup comprised of human resource professionals who are veterans to help with the central expansion of talent pipeline development, resources for veterans, and guidance and training for the human resource community.
- Developed and now maintaining a new Veterans Hiring Resource center on the statewide job portal.
- Key DVS Partner helping all agencies to achieve V3 Certification.
- Delivering workshops, live webinars on Veteran's Preference in State Government, and hiring strategies and tips for human resource professionals, and Veterans, and active participation in Veteran Hiring Events.

❖ Executive Order 41 (2015) Implementing Ban-the-Box Hiring Policies in the Commonwealth.

Description

This Order removed the Criminal Conviction Question from the State Application Form.

Stakeholders

- Citizens of Virginia
- Job Seekers

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- Commonwealth Re-Entry Leaders
- Restoration of Voting Rights Leaders
- State Agencies

Outcomes

As the lead agency, DHRM implemented the Order, effective April 3, 2015.

- **Developed and distributed implementation instructions to agencies.**
- **Implemented communication plan conveying that EO 41 fulfilled the Commonwealth's goal of reforming the employment process in state government, ensuring that the only factors considered in the process are those directly related to the job.**
- Removed the criminal conviction question from the state job application.
- Reiterated the definition and application of hiring requirements for "Sensitive Positions" as defined by the Code of Virginia.
- Communicated new requirements for job announcements.
- Prohibited the use of the former, overly broad conviction question in job announcements or as an optional qualifying question.

❖ **Executive Order 46 (2015) Supporting Virginians with Disabilities in the New Virginia Economy**

Description

This order directed the Chief Workforce Development Advisor, in conjunction with the Secretary of Health and Human Resources, to work with the Department of Aging and Rehabilitative Services (DARS) and the Department for the Blind and Visually Impaired (DBVI) to offer to all executive branch agencies (including institutions of higher education, boards, and commissions) training designed to expand existing efforts to recruit, accommodate, retain and advance Virginians with disabilities in the Commonwealth's workforce.

Stakeholders

- People with Disabilities
- Job Seekers
- State Employees
- Disability Advocacy Groups
- State Agencies

Outcomes

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- DHRM represented state government employers on the Governor's Executive Order 46 Workgroup in order to afford all applicants for employment with state agencies a fair and equal opportunity for gainful employment in the New Virginia Economy.
- Identified and implemented strategies to identify opportunities that expose people with disabilities to state employment.
- Supported the development of state supported paid internship program for people with disabilities.
- Developed curriculum and training modules in the Virginia Learning Center to expand training and general awareness of disability sensitivity, assistive technology, reasonable accommodation, recruitment concepts, and interviewing protocol.

❖ **Executive Order 49 (2015) Expanding Registered Apprenticeships in Virginia**

Description

This Order established a registered apprenticeship program for state agencies to better recruit, retain, and strengthen the skills of state workers beginning their public service careers.

Stakeholders

- Virginia Employers
- State Agencies
- Job Seekers
- State Employees

Outcomes

- DHRM analyzed workforce data to identify apprenticeship opportunities in state government and aligned those with educational programs at VCCS.
- Partnered with VDOLI to produce guidelines and an application for state agencies to register an apprenticeship program and seek a state incentive to cover the costs of apprenticeship-related instruction.
- Collaborated with VDOLI to develop, publicize, and deliver a webinar for state agencies: *Registered Apprenticeships – Building Your Talent Pipeline*

❖ **Executive Order 50 (2015) Executive Action to Prevent Gun Violence**

Description

This Order established that it is the policy of the Commonwealth that open carry of firearms shall be prohibited in offices occupied by executive branch agencies, unless held by law enforcement, authorized security, or military personnel authorized to carry firearms in accordance with their duties.

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Stakeholders

- Citizens of Virginia
- State Agencies
- State Employees
- College and University Students

Outcomes

- DHRM partnered with DGS and the Governor's policy staff to draft implementation guidelines for agencies.
- Assessed existing human resource policy to ensure consistency with the intent of the Order.

❖ Governor's Policy Priority – Transparency in Government

Description

To improve citizens' access to government data and decision-making processes.

Stakeholders

- Citizens of Virginia

Outcomes

The following documents and publications are available on the DHRM web site:

- State Employee Salaries
- Agency Organizational Chart
- State Policies and Interpretive Guides
- State Employment (FTE) Reports
- HR At-a-Glance
- State Workforce Report
- Job and Salary Structures
- Annual Salary Survey Report to the General Assembly
- Annual Report on State Employee Workforce and Compensation
- Commission on Employee Retirement Security and Pension Reform Presentations
- Succession Trends Report
- Annual Report on Compensation and Benefits
- Annual Salary Authorization and Compensation Activities Memorandum
- Implementation of ACA and Manpower Control Amendment FAQs

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- Newsletters and Bulletins to human resource community

❖ **Virginia First State in Nation to become Employer of National Service**

Description

To make a concerted effort to recruit potential employees from the Peace Corps and AmeriCorps, including Teach for America for those who wish to engage in public service. The Governor's initiative offers agency heads one more tool to bring new talent with broad experience into state government.

Stakeholders

- Citizens of Virginia
 - Corporation for National & Community Service
 - Public Service Organizations
 - Job Seekers
 - State Agencies
 - State Employees
 - Students
- DHRM promoted Virginia as an Employer of National Service to create new talent pipelines for state government.
 - Increased awareness and understanding of the value of these prospective employees through targeted statewide communications, participation in live job fair webcasts, and presentations to agencies by leadership representatives from the Corporation for National and Community Service leaders.

❖ **Cyber Security and Upgraded Technology: Enhance current technology platforms and infrastructure while protecting all data; 2016 Initiative - Expanding Talent Pipelines.**

Description

This initiative is designed to attract and retain top cybersecurity talent across state government.

Stakeholders

- Citizens of Virginia
- State Agencies
- Job Seekers

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- DHRM is partnering with the SOT and VITA on talent acquisition strategies aimed at improving our ability to employ highly qualified Cybersecurity and related Information Technology Security specialists.
- Our first objective is to make it easier for job seekers to identify employment opportunities in state agencies that match their qualifications and credentials using meaningful key word searches and tagging our online job announcements with #COVAcyberjobs.

Virginia Jobs 2015 - 2017

- Implemented a major upgrade to *Virginia Jobs*, the Commonwealth's online Recruitment Management System (RMS). This transitioned state government to a modern web-based recruitment technology that streamlined the hiring process for applicants and agencies, and added applicant and management tools not available in the former RMS, including:
 - Easy account management tools for applicants, including the ability to bookmark postings for later viewing.
 - *ReportBuilder*, a scalable reporting engine which creates custom management reports with real-time data for analysis and evaluation. Enables agencies to strategically evaluate recruiting efforts to determine more effective talent acquisition strategies.
 - Mass management of data across multiple postings.
 - Consolidation of multiple documents to streamline assessment.
- Developed and implemented change management, communications, and training plans to maximize user proficiency.
- Created RMS web site and Twitter account to capitalize understanding of the benefits of the new technology.
- Leveraged Google Analytics to better understand customer usage and trends.
- Introduced a new search option that makes it easy for applicants to find employment opportunities for jobs that require or prefer bilingual or multilingual skills.
- Developing additional new search options to promote Cybersecurity opportunities, and entry-level opportunities in all occupations using job tagging technology. (#COVAcyberjobs and #COVAentrylevel jobs)

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AHRS FY17 ACCOMPLISHMENTS

This report summarizes *all* core mandates and requirements for AHRS as set forth by the Code of Virginia, Appropriation Act, Executive Orders, Executive Directives, and the Governor's Key Priorities for State Government.

REQUIREMENT

§ 2.2-1200. Department of Human Resource Management

§ 2.2-2900. The Virginia Personnel Act

Description

§ 2.2-1200 describes the duties, responsibilities, and mandates for the Department. § 2.2-2900 establishes and ensures for the Commonwealth a system of personnel administration based on merit principles and objective methods of appointment, promotion, transfer, layoff, removal, discipline, and other incidents of state employment.

These are the source of most of the Core Mandates for the Office of Agency Human Resource Services (AHRS). AHRS develops, enhances, and maintains a comprehensive statewide human resource management program that includes compensation management and salary administration, management consulting, organizational design, HRIS data stewardship and systems support, human resource policy, talent management and workforce planning practices and tools, employment services, and a shared (fee-for-service) services center. These functions work together to support the Commonwealth's goal of attracting, retaining, and motivating a highly qualified workforce.

OUTCOMES

- Completed all reporting requirements mandated by the Code of Virginia, Appropriation Act, Executive Orders, and Executive Directives and those regularly requested by the Governor's Office and other Central Agencies.
- Continued to actively support work groups, conduct outreach, and develop work products under Executive Order 46 (2015) Employment Opportunities for People with Disabilities, and Executive Order 49 (2015) Expanding Registered Apprenticeships in Virginia.
- Exceeded DHRM's Customer Service Performance Rating measure with 100% of customers surveyed rating services as "good or better."
- Provided consulting services to agencies' human resource staff, agencies' management, and cabinet officials regarding:

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- Policy development, administration, and compliance
 - Organizational design
 - Workforce and succession planning
 - Employment law
 - Compensation management and salary administration
 - Employee relations
 - Performance management
 - Infrastructure management
 - Program compliance
-
- Provided analytics, consultation, and technical guidance to Central Agencies, Cabinet Secretaries, Agency Heads, legislative support staff, and Human Resource staff in preparation for large-scale reorganizations, layoffs, and related business operations.
 - Developed and published state policy guidance documents, addressed compliance issues, and, where appropriate, approved exceptions to state policy.
 - Assessed or conducted formal investigations into matters of compliance discovered through post-audit reviews, employee inquiries, and EEO or Hot Line complaints.
 - Tracked legislative bills, performed comprehensive research and analyses of pertinent legislation, prepared legislative and financial impact statements, advised agencies of potential impacts on state policy/workforce, and collaborated with other Central Agencies to ensure that legislation positioned to impact human resource policy and retirement and health benefits programs was thoroughly vetted.
 - Maintained the state job structure, classification plan, and compensation structures.
 - Managed the statewide annual employee performance evaluation process.
 - Provided guidance and direction on the overtime and minimum wage provisions of the Fair Labor Standards Act, including proposed federal changes that were scheduled to take effect in December 2016.
 - Implemented enhancements, managed, and administered the state's Recruitment Management System and related policies.
 - Provided guidance to and/or assisted agencies with internal studies and reviews.
 - Assisted leaders in multiple state agencies with consulting and direct support for the recruitment and selection of Agency Human Resource Directors and their key staff.

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- Researched, analyzed, and produced data results for 58 FOIA requests from varied media organizations, citizens, political or citizen organizations, attorneys, and employees.
- Facilitated agency forums and work groups to promote strategic leadership activities, foster knowledge transfer, stimulate innovative thinking/ideas, and support personal development.
- Served as active member of the Virginia Veteran Workforce Development Steering Committee to improve veteran hiring in Virginia.
- Revised 2 Career Group Descriptions and Standard Occupational Coding assignments.
- Provided Coaching as a service to Executive Branch Agencies, Independent Agencies, and other branches/functions of state government. Coaching provides employee development in an individualized manner and may focus on leadership development, career development, goal identification and achievement, and/or change management.
- Continued review and assessment of system requirements and practices for the Personnel Management Information Systems (PMIS) for the purpose of improving security, streamlining and speeding business processes, expanding operational decentralization, and the production of training/user guides.
- Published or provided data for the following on-going Workforce Reports:
 - OES Classified & wage employee report
 - DOA Survival rates for leave liability report
 - HR at-a-glance reports
 - ECI Quarterly Report of Salaried and Wage Employees (salaries, bonuses, benefits)
 - SOT Executive Branch telework & alternate work schedule report
 - Deputy Chief of Staff – Monthly report of At-will employees
- Published Ad-Hoc Workforce Reports for Central Government, Cabinet Secretaries, the House Appropriations Committee and Senate Finance Committee staffs, and JLARC.
- Participated in dozens of external salary and related workforce surveys.
- Presented at the 2017 Annual Statewide Internal Auditors Conference.
- Responded to constituent inquiries for the Secretary of Administration.
- Continued to lead and increase membership in Social Media Communities of Practice for human resources and training and development professionals on LinkedIn.

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- Utilized Twitter to alert subscribers of Open Enrollment, Telework Week, State Employment Opportunities, Employee Events, and Emergency Office Closings.
- Revised and implemented FY 17 Emergency Closing Procedures, Communication Procedures, and agency contact directories.
- Recommended and implemented 2 Emergency Office Closings/Delays in response to Winter Storm Helena which resulted in major statewide impacts.

REQUIREMENT

Governor's Policy Priority – Veteran Employment

Description

One of the Governor's key priorities is to *“Ensure that Virginia remains the preeminent state for military personnel and their families.”*

Outcomes

- DHRM is an active member of the Virginia Veterans Workforce Development Steering Committee and Virginia Values Veterans (V3) programs.
 - Participated in Steering Committee strategic planning process.
 - Received the 2016 V3 Commonwealth Award for our role in increasing employment opportunities for veterans and transitioning service members.
 - Served as member of the Governor's V3 Awards Committee.
 - Facilitated the V3 Certification process for state agencies.
 - Participated in hiring events sponsored by the Veterans Education, Training and Employment Initiative (VETE), the Virginia Transition Assistance Program (VTAP) and the Old Dominion University's Center for Career Development Services.
 - Expanded Veteran talent pipelines for state government.
 - Delivered live webinars on Veteran's Preference in State Government and hiring strategies and tips for human resource professionals and Veterans.
 - Applied workforce data strategies to identify the Key Measures for the Commonwealth's success in Veteran hiring and retention.

REQUIREMENT

Governor's Policy Priority – Technology, Customer Service, and Accessibility.

Description

Enhance current technology platforms.

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Deliver high quality products and services to customers.
Encourage user-friendly online services for all citizens.

Outcomes

- Virginia Jobs – RMS Ongoing Improvements
 - DHRM partnered with the SOT and VITA on talent acquisition strategies aimed at improving our ability to employ highly qualified Cybersecurity and related Information Technology Security specialists. This initiative is designed to attract and retain top cybersecurity talent across state government. It is now easier for job seekers to identify employment opportunities in state agencies that match their qualifications and credentials using meaningful key word searches and tagging our online job announcements with #COVAcyberjobs.
 - Improved opportunities for early career individuals to search for entry-level jobs using key word searches and tagging our online job announcements with #COVAentryleveljobs.
 - Leveraging Google Analytics to better understand customer usage

Jobs.Virginia.gov (Portal)

- Average Monthly Users: 50,000
- Average Monthly Page views: 133,256

Virginiajobs.peopleadmin.com (PA7 - RMS)

- Average Monthly Users: 136,911
- Average Monthly Page views: 3,174,991

- PMIS Migration Project
 - In FY 2014-2015, DHRM initiated a project to migrate PMIS and its subsystems from the Unisys mainframe to a server-based environment. The migrated platform went live on March 1, 2017.
 - Attended Migration Management Team and IOAC meetings as Business owner of PMIS.
 - Provided Data Steward and SME support to I-Tech and Fujitsu Team.
 - Developed scenarios and test scripts.
 - Developed and implemented Go Live Communications Plan.
 - Published a series of YouTube Video Training Sessions and online guidance and instructional documents regarding new security procedures, account management, and display screen modifications.
 - Go Live launched on March 1st. After several hours, significant performance issues necessitated taking the system down.

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- Activated COOP Plan on March 2nd to mitigate loss of functionality and critical system tools.
 - Partnered with DOA to implement workarounds and manual entry procedures to ensure that no employee's pay and benefits were impacted.
 - Coordinated workarounds with VRS to mitigate impact on VNAV records of employee retirement benefits.
 - Worked with I-Tech and Fujitsu to identify and prioritize functional failures. This is ongoing.
 - Employed 3-person transaction and code test team to support agencies with manual entry requirements and to test corrective code drops from vendor.
 - Managed and triaged HelpDesk requests, which tripled in the March – June timeframe and remain high.
 - Developed manual, alternate solutions for the mandated EPR reporting system.
 - Developed and implemented alternative program and procedures for implementing July and September statewide and special salary adjustments. Centrally keyed adjustment requirements for related actions for which system tools no longer existed.
- DOA CARDINAL Project – Payroll, Benefits, and Time and Attendance Module
 - Continuing to provide key central government support to the DOA CARDINAL Project and workgroups responsible for Data Conversion, Configuration, and Policy.
 - Meet weekly to provide updates on assigned tasks and milestones.

REQUIREMENT

Governor's Policy Priority – State Workforce Succession

Description

One of the Governor's key priorities is to "*Improve recruitment, retention, and succession planning for the state workforce.*" DHRM supports this priority through the development of strategic and tactical human capital strategies, business practices, tools, and resources that will boost the Commonwealth's capabilities in workforce planning and succession management.

Outcomes

- **Veterans – V3 Certification and Increased Employment Opportunities**
 - Bolstered the Commonwealth's reputation as an Employer of Choice for Veterans and transitioning service members by staffing the Virginia Veterans Workforce Development Steering Committee. In 2016, DHRM received ***V3 Commonwealth Award*** for our role in increasing employment opportunities for veterans and transitioning service members. A key objective of the Governor's policy is to increase

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job opportunities for veterans and transitioning service members in all employment sectors, including state government. AHRS directs the state employment program and joined the effort to develop strategic workforce initiatives that would increase talent pipelines for these individuals. For 3 years, AHRS has served on the Veterans Workforce Development Steering Committee, which is comprised of representatives from the public and private sectors, chambers of commerce, the Governor's Workforce Development Director, and academia. Over the course of the past 4 years, we have developed and presented webinars for HR Professionals and Veterans, published online employment guides for job seekers, facilitated the V3 Certification process for state agencies, and participated in hiring events sponsored by the Veterans Education, Training and Employment Initiative (VETE), the Virginia Transition Assistance Program (VTAP) and the Old Dominion University's Center for Career Development Services.

- **Disabilities**

- Represented state government employers on the Governor's Executive Order 46 Workgroup in order to afford all applicants for employment with state agencies a fair and equal opportunity for gainful employment in the New Virginia Economy. Strategies that identify opportunities to expose people with disabilities to state employment are being implemented. The establishment of a state supported paid internship program for people with disabilities is being pursued. The state's online Knowledge Center is being utilized to expand training and general awareness of disability sensitivity, assistive technology, reasonable accommodation, recruitment concepts, and interviewing protocol.
- As one of the largest employers in Virginia, state government embraces workforce diversity and supports opportunities to improve on our past successes. The 2017 legislature amended [§ 2.2-203.2:3. of the Code of Virginia proclaiming that it](#) shall be the policy of the Commonwealth to promote and increase the ***employment of individuals with disabilities*** directly employed at all levels and occupations by state agencies, institutions, boards, and authorities of the Commonwealth. To assist in achieving this policy, it shall be the goal of the Commonwealth to increase by five percent the level of employment of individuals with disabilities by the state by fiscal year 2023. AHRS has begun supporting agencies with the development of employment plans and the establishment of workgroups.

- **Employer of National Service**

- Continued to promote Virginia as an Employer of National Service to create new talent pipelines for state government. Increased awareness and understanding of the value of these prospective employees. Between 2015 and 2017, the number of these individuals employed in state government nearly tripled.

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- **HR Symposium for agency HR**

- Organized DHRM's November Symposium which was designed to inform and update the human resource community on key initiatives and laws impacting the state workforce. Topics included:
 - Overview of the Commission on Employee Retirement Security and Pension Reform
 - New Overtime Regulations Effective December 1st
 - Intersection of VSDP and the Standards of Conduct Policy
 - PMIS Migration Update for End Users
 - Cardinal Payroll Update
 - New Visual Analytics Tools Coming in 2017
 - Best Practices for the Grievance Hearings Process
 - 2017 ACA Reporting Requirements
 - FOIA Council – Personnel Records Update
 - DHRM Partnership Recognition Awards

- **HR SAS analytics for DHRM**

- Advanced the implementation of the SAS Visual Analytics package, a leading visual data recovery and analytics product designed to allow users to quickly visualize very large amounts of data and critical drivers for making sound decisions. Interactive reports and dashboards that include advanced analytical tools like forecasting, goal seeking, scenario analysis, decision trees, and path analysis have been developed and some central government reports are now delivered through the SAS portal. Agency pilot programs are in the final phase of testing. Once fully implemented, this tool will allow agency leaders and HR professionals to quickly visualize workforce trends and proactively plan and develop talent needed to meet each agency's vital mission.

- **Personal Development Coaching**

- Reinforced existing training and development approaches through personal development coaching, which provides a level of individualization not always available in formal programs. Staff apply the principles of the International Coach Federation (ICF) which defines coaching as “partnering with clients in a thought-provoking and creative process that inspires them to maximize their personal and professional potential.” The coaching process is goal oriented and focuses on creating strategies and actions to achieve goals.

REQUIREMENT

Commission on Employee Retirement Security and Pension Reform

Description

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The *Commission on Employee Retirement Security and Pension Reform* was established by the 2016 legislature to study, report and make recommendations on various aspects of our state retirement plan and many other challenges facing the state workforce.

Outcomes

- In December, the Commission presented 16 recommendations, 8 of which are within the scope of DHRM/AHRS's mission:
 - A Salary Increase for state employees (*funded and implemented*);
 - Providing data and subject matter expertise to JLARC's Total Compensation Study (*ongoing*);
 - Reestablishing Occupationally Based Subscription Services for market surveys (*funded and in place*);
 - Developing an Employee Marketing and Recruitment Plan;
 - Conducting Employee Engagement Surveys; Conducting Employee Exit Surveys (*funded and in development*);
 - Providing human resource training for new agency heads;
 - Leading the development of Agency Succession Plans (*funded and in development*); and
 - Ongoing support for compensation reform.

REQUIREMENT

Chapter 780, 2016 (FY17) Acts of Assembly, Item 475 M – Involuntary Separations

Description

Notwithstanding the provisions of § 2.2-3205(A), Code of Virginia, the terminating agency shall not be required to pay the Virginia Retirement System the costs of enhanced retirement benefits provided for in § 2.2-3204(A), Code of Virginia for employees who are involuntarily separated from employment with the Commonwealth if the Director of the Department of Planning and Budget certifies that such action results from (1.) budget reductions enacted in the Appropriation Act, (2.) budget reductions executed in response to the withholding of appropriations by the Governor pursuant to §4-1.02 of the Act, (3.) reorganization or reform actions taken by state agencies to increase efficiency of operations or improve service delivery provided such actions have been previously approved by the Governor, or (4.) downsizing actions taken by state agencies as the result of the loss of federal or other grants, private donations, or other non-general fund revenue, and if the Director of the Department of Human Resource Management certifies that the action comports with personnel policy. Under these conditions, the entire cost of such benefits for involuntarily separated employees shall be factored into the employer contribution rates paid to the Virginia Retirement System.

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Outcomes

- Reviewed and certified requests from the following agencies:
 - Department of Behavioral Health and Developmental Services
 - Virginia Community Colleges System
 - Virginia Employment Commission
 - Commonwealth Attorneys' Services Council
 - Library of Virginia
 - Department of Conservation and Recreation
 - Department of Forensic Services
 - Department of Forestry
 - Virginia Museum of Natural History

REQUIREMENT

Governor's Policy Priority

Description

Transparency: *Collaborate across secretariats to improve citizens' access to government data and decision-making processes.*

Outcomes

Published the following documents on the DHRM web site:

- State Employee Salaries
- Agency Organizational Chart
- State Policies and Interpretive Guides
- State Employment (FTE) Reports
- HR At-a-Glance
- State Workforce Report
- Job and Salary Structures
- Annual Salary Survey Report to the General Assembly
- Annual Report on State Employee Workforce and Compensation
- Annual Report on Time, Attendance, and Leave
- Annual Report on Compensation and Benefits
- Annual Salary Authorization and Compensation Activities Memorandum
- Implementation of ACA and Manpower Control Amendment FAQs
- Newsletters and Bulletins to human resource community

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REQUIREMENT

Chapter 836, 2017 Acts of Assembly authorized FY 18 compensation changes effective July 10, 2017 for all eligible salaried employees, and effective September 10, 2017 for eligible salaried employees in designated high turnover roles.

Description

The Act authorized (1) A 3% base salary adjustment for state employees (full- and part-time classified, appointed, and at-will employees); (2) A special salary adjustment of \$6,793 for sworn employees of the Department of State Police; (3) A 2% base salary adjustment for employees in specific high-turnover roles; and (4) A 2% *or* 3% base salary adjustments for faculty at designated colleges and universities.

Outcomes

- Published FY18 Salary Authorization Letter and Implementation Instructions on May 11, 2017.
- Revised state salary structure and alternate structures.
- Published FAQs for Human Resource professionals, managers, and employees.
- Authorized and facilitated non-standard implementation processes for agencies with unique needs.
- Worked with I-Tech, the Department of Accounts, and the Virginia Retirement System to develop and test implementation scenarios.
- Implemented statewide salary adjustments in PMIS.

REQUIREMENT

§ 2.2-1202. Employee Compensation; Annual Review

Description

It is a goal of the Commonwealth that its employees be compensated at a rate comparable to the rate of compensation for employees in the private sector of the Commonwealth in similar occupations. In determining comparability, consideration shall be given to the economic value of fringe benefits in addition to direct compensation. An annual review shall be conducted by the Director of the Department to determine where discrepancies in compensation exist as between the public and private sectors of the Commonwealth. The results of the review shall be reported by December 15 of each year to the Governor and the General Assembly.

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Outcomes

- Conducted annual review of salaries and submitted Annual Salary Survey Report to the General Assembly December 15, 2016.
- Participated in the following major external salary/workforce data surveys:
 - 2016 WorldAtWork Salary and Budget Survey
 - 2017 Book of the States
 - 2016 Titan - Greater Richmond Compensation Survey
 - FY17 National Compensation Association of State Governments Compensation, Pay Practices, and Fringe Benefits Surveys

REQUIREMENT

Chapter 780, 2016 Virginia Acts of Assembly, Item 84.B.1 – Human Resource Shared Service Center

Description

The Department of Human Resource Management shall operate a human resource service center to support the human resource needs of those agencies identified by the Secretary of Administration in consultation with the Department of Planning and Budget.

Outcomes

- Provided full-scope human resource services to 16 client agencies. In addition to daily consultation, technical assistance, and general program management, results included:
- Prepared and submitted Internal Service Fund Report as required by law.
- Issued Client Service Memorandums of Agreement.
- Conducted multiple complex compensation studies.
- Delivered multiple training sessions to supervisors and managers in client agencies.
- Attended client agencies' staff meetings, recognition awards programs, and agency-sponsored events.
- Completed all human resource and financial operational reporting requirements.

AHRS ACCOMPLISHMENTS

EXECUTIVE SUMMARY 2014 - 2017

Recruitment/Employment Actions	218
Applications Received	10,854
Orientations	201
Classification & Compensation Studies	176
Employee Relations Cases	61
Grievances	11
Payroll Change Transactions	1,943
RMS Contacts <i>*The decrease in RMS contacts is due to a system upgrade to the password reset feature.</i>	4,555*
E-Verify Transactions	184

REQUIREMENT

Chapter 780, 2016 Virginia Acts of Assembly, Item 475.D.

Description

Any supplemental salary payment to a state employee or class of state employees by a local governing body shall be governed by a written agreement between the agency head of the employee receiving the supplement and the chief executive officer of the local governing body. Such agreement shall also be reviewed and approved by the Director of the State Department of Human Resource Management. At a minimum, the agreement shall specify the percent of state salary or fixed amount of the supplement, the resultant total salary of the employee or class of employees, the frequency and method of payment to the agency of the supplement, and whether or not such supplement shall be included in the employee's state benefit calculations. A copy of the agreement shall be made available annually to all employees receiving the supplement. The receipt of a local salary supplement shall not subject employees to any personnel or payroll rules and practices other than those promulgated by the State Department of Human Resource Management.

AHRS ACCOMPLISHMENTS

EXECUTIVE SUMMARY 2014 - 2017

Outcomes

- Agreements were reviewed by DHRM and agencies attested to notifications.

REQUIREMENT

Chapter 780, 2016 Virginia Acts of Assembly, Item 84

The Department of Human Resource Management shall develop and distribute instructions and guidelines to all executive department agencies for the provision of an annual statement of total compensation for each classified employee. The statement should account for the full cost to the Commonwealth and the employee of cash compensation as well as Social Security, Medicare, retirement, deferred compensation, health insurance, life insurance, and any other benefits. The Director, Department of Human Resources Management, shall ensure that all executive department agencies provide this notice to each employee. The Department of Accounts and the Virginia Retirement System shall provide assistance upon request. Further, the Director of the Department of Human Resources Management shall provide instructions and guidelines for the development notices of total compensation to all independent, legislative, and judicial agencies, and institutions of higher education for preparation of annual statements to their employees.

Outcomes

- Updated requirements for Employee Information Online application.
- Revised total compensation values and calculations.
- Implemented Total Compensation Profiles in E-Direct